

STATEMENT OF PURPOSE, ACCOMPLISHMENTS AND PROGRAM OUTLOOK

Placement and Utilization Division

1. STATEMENT OF PURPOSE

The Placement and Utilization Division is responsible for a comprehensive program of initial personnel selection and in-service assignment, including assistance and advice to operating officials concerning personnel utilization and development and the assignment rotation, evaluation and promotion of personnel and review and approval of personnel actions in conformance with Agency policies and regulations.

2. STATEMENT OF ACCOMPLISHMENTS

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The accomplishments of the Placement and Utilization Division during the past fiscal year have been directed toward broadening and strengthening the total placement program. Concentration has shifted from recruitment and initial placement to internal placement matters. This trend is illustrated by the developments reported below:

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a. The Division has assumed responsibility for the administration of the Agency's current promotion policy and procedure. This policy places greater emphasis upon carrying out a realistic program of promotion from within and incorporates procedural safeguards to ensure against overly rapid promotion and to ensure that all employees who are potentially qualified for promotion receive consideration for advancement as suitable openings occur.

b. During the past year, closer working relationships have been established by the Division with the various component Career Service Boards. The Placement Officers are now working very closely with Career Management Officers in the handling of actual cases and in many instances are invited to attend the meetings of the component Career Service Boards. The Division also furnishes special services to the Personnel Service Board and in the operations of the Rotation Planning Committee which serves as the focal point for the development of Agency personnel people.

c. The Division has participated with the Classification and Wage Division in the establishment of qualification requirements for an increasing number of Agency positions. Such standards, when available and properly applied, serve as one of the best devices for improving the quality of Agency personnel generally.

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d. The clerical placement program has been strengthened through the consolidation of all clerical replacement activities in a single unit. This enables the Division to cope better with the clerical problem which remains serious. Also, during this period an overseas questionnaire was distributed to clerical personnel in the overt offices for the purpose of identifying those individuals who desire overseas employment in order that plans for reassigning them to overseas positions may be made as requirements develop and as replacements become available. This program is considered worthwhile, not only in that it facilitates filling overseas vacancies, but that it also serves to improve the morale of individuals who are interested in overseas assignments but who are presently assigned to offices which do not have such positions.

e. Internal Division procedures for deriving maximum utilization from the employee and applicant registers have been established. In addition, steps have been taken to establish a consultant qualifications register which will constitute an accurate inventory of the Agency's overt resources.

f. During this period, procedures for handling re-assignment cases within the Agency have been reviewed and improved to meet current Agency requirements. An Agency Re-assignment Board has been established to consider and resolve cases involving individuals who have been declared surplus to the need of their particular operating components. The Placement and Utilization Division has primary responsibility for preparing cases for consideration by this Board.

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g. An exhaustive survey of the Placement Follow-up Interview Program, which is a basic tool in locating mis-assignments and other employee difficulties, was completed in cooperation with the Planning and Analysis Staff. Adoption of the recommendations made as a result of this survey has strengthened the effectiveness of this device.

Chief, Placement and Utilization Division, serves as Chairman of the Security-Medical-Personnel Review Panel which considers questions concerning employment processing in problem cases. This Panel, which usually meets weekly, is an excellent device for co-ordinating information available in the three offices formed for the purpose of resolving questionable selection cases. Since the

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Division assumed responsibility for this function in November 1953, 125 cases have been considered and resolved.

In connection with the testing evaluation services offered by the Division, it has been possible to devote greater effort and attention to essential research projects in support of the day-to-day operation of these services. These projects include such matters as the continuous reevaluation of normative data related to various Agency positions and the review and selection of new tests and testing techniques adaptable to the Agency requirements. In the course of Fiscal Year 1954, 14,717 tests of varying types were administered to a total of 3,259 applicants and employees. Of the individuals tested, 587 were being considered for professional positions and 2,672 were being considered for clerical positions.

### 3. STATEMENT OF PROGRAM OUTLOOK

Program plans of the Division are directed toward implementation of program elements designed to support the Agency concept of career service, and toward continued improvement of service and procedures in all phases of the Division's activities.

Specific items of immediate concern include the following:

a. The Division is currently collaborating within the Office of Training and activating the newly approved Career Development Program for Junior Personnel. This program is considered to have greater possibilities in terms of developing future executives for the Agency. *when?*

b. It is anticipated that the Division will play an important role in activation of the Career Staff. It is difficult to anticipate the specific requirements which will be placed upon the Division in this connection, but it is expected that a variety of special services will be required.

c. Installation of an improved procedure for advance planning and reassignment of Agency personnel following the completion of tours of duty overseas. This procedure constitutes a major step in the establishment of a more effective overseas rotation program and, more specifically, will reduce or limit the time the returnees are now being carried in an unassigned status.